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OFFICIAL REPORT

on the
FIFTH AGENCY ORIENTATION COURSE

Document No. 8

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Date: 130278 By: [redacted]

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1. Place

The Fifth CIA Orientation Course was conducted in the Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday and Friday, January 8, 9, 10, and 11, 1952. This was the first Agency Orientation Course conducted under Regulation [redacted], directing that such courses be held once every three months. Because of the fluctuation in numbers being hired in the various salary brackets, we cannot yet tell with certainty how long it will take before this quarterly course has been given to everyone in the Agency GS-5 and above. What we do know is that the number of employees still waiting to take the Course is still of such size as to make it necessary that we continue conducting the Course in an auditorium as large as the Department of Agriculture with its 550-plus seating capacity. With this in mind, we have already reserved the Department of Agriculture Auditorium for the Sixth CIA Agency Orientation Course to be conducted on Tuesday, Wednesday, Thursday and Friday, April 8, 9, 10, and 11, 1952.

2. Program

The substance of the entire course was broken down into a quadripartite pattern as follows:

"What We Are"
"What We Do"
"How We Do It"
"CIA in Today's World"

To bring clarity to the presentations, to aid those in the audience in formulating questions, and to act as a mental refresher for them after the Course was finished, we inserted a synopsis of the subject matter under each topical heading. Most of these precis were originally prepared by the individual speakers. Some alterations were made in the format to weave a pattern of uniformity for our printed program. These brief inserts acted as silent monitors for the speakers, compelling each to think through his material ahead of time. In this way overlap of material between the various presentations was minimized to the greatest degree.

The material of the Course was prepared with a view toward interesting and benefiting persons who had been in the intelligence field for some time. In view of the fact that the Intelligence Indoctrination is now given to practically every new employee entering the Agency regardless of grade classification, the quarterly Orientation

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Course will tend to avoid the material which would duplicate what the Indoctrination gives.

3. Cooperation of Offices in CIA

To plan and conduct a course of this nature demands the cooperation and assistance of persons outside the orbit of the Orientations Division. Dr. [redacted] was most generous in assigning three of his personnel to work with us throughout the Course. Others who were stalwarts in their assistance were Messrs. [redacted], and the men from the Covert Training shop who handled with great efficiency the recording of the Course. Not to be minimized, much less forgotten, is the aid which we received from Miss [redacted] who assumed the responsible task of alerting each speaker in sufficient time for him to be at the Department of Agriculture Auditorium for his scheduled appearance.

From the offices of the DD/A came the administrative support necessary to cover the Course with security by the assignment of essential guards; the printing of the programs and other material; the transportation of books, visual aids, etc. to and from the Department of Agriculture Auditorium, etc., etc. Without such assistance as this the program would have creaked with awkwardness.

From the operating offices of the Agency came most of our speakers. In each instance the Assistant Director involved was most cooperative in not only agreeing to his own participation but also in sanctioning whatever other assistance we needed from his office. In particular, great demands were made upon the Office of Research and Reports for the development of visual aids. In each instance these were first discussed with the particular speaker so as to evolve in pictorial fashion the thoughts which were to be woven into his presentation. As each visual aid was developed, daily examination was made of the progress to suggest alterations or improvements in the depicting of the ideas before the speaker himself was invited to examine the particular visual aid that would be used for his part of the course.

4. Cooperation of Departments Outside of CIA

A. U. S. Department of State.

The Department of State made outstanding contributions to the Fifth CIA Orientation Course. Our keynote personality was, of course, the Honorable John Foster Dulles. Besides Mr. Dulles, we were fortunate to have the Deputy Special Assistant-Intelligence, Mr. Fisher Howe. Mr. Howe's participation was unique in that he was the first outsider beneath the level of the I.A.C. representatives to be included in our program. He gladly accepted the invitation to speak and applied himself diligently to the preparation and presentation of his material.

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B. Department of the Navy.

In our cycle of I.A.C. personalities we were glad to have Rear Admiral Felix L. Johnson, Director of Naval Intelligence, as the I.A.C. representative on the Fifth CIA Orientation Course. Though the Admiral's demand for slides did create a little problem, the preparations worked out ahead of time to ensure smooth operation did pay dividends during his presentation.

C. U. S. Department of Agriculture.

The U. S. Department of Agriculture furnished much more than merely the physical properties of their Auditorium. We received the greatest of courtesy when we went to the Department to have a "dry-run." At that time, and later during the conduct of the Course itself, the electricians, the air conditioning experts, the space control people, and many others, gave us continuous help and support.

5. Audience Participation

The official attendance at the Course after compiling initial and final registration slips and adding the nine guests from the I.A.C. agencies, is 535. This is broken down into categories by office, by grade and by old and new employees.

A. By Office:

OPC.....	47
ORR.....	94
OSI.....	33
OCD.....	47
OSO.....	29
OO.....	76
Personnel Office.....	37
Communications Office.....	39
Finance Office.....	11
I & S.....	1
Administrative Serv. Office.....	21
TR(C).....	16
TR(O).....	7
Audit Office.....	5
OCI.....	16
TSS.....	12
Procurement Office.....	14
DD/A.....	1
ONE.....	4
Management Office.....	4
Medical Office.....	3
DCI.....	4
OIC.....	1
General Counsel.....	4
	526
Guests from I.A.C. Agencies.....	9
	535

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B. By Grade:

GS-3.....	2
" 4.....	15
" 5.....	112
" 6.....	23
" 7.....	110
" 8.....	7
" 9.....	77
" 10.....	5
" 11.....	61
" 12.....	37
" 13.....	29
" 14.....	14
" 15.....	5
" 16.....	1
Military.....	17
No Grade Indicated....	<u>11</u>
	526

C. Old and New Employees:

(Since the Regulation makes it mandatory for ALL employees to take the Orientation Course, we have really gotten away from the use of "old" and "new." However, for purposes of analysis of the composition of the audience, we have arbitrarily adopted the yardstick that those who entered on duty over six months ago were old employees. We have further broken down the "new" employees bracket into two sub-sections, those that entered on duty between three to six months ago and those of the novice class who entered on duty less than three months ago).

Old Employees (EOD over six months ago).....	303	57.6%
New Employees (EOD 3-6 months ago).....	105	20.0%
New Employees (EOD less than 3 months ago)....	110	20.9%
EOD not indicated.....	<u>8</u>	<u>1.5%</u>
	526	100%

The Orientations Office will continue to hold the initial and final registration slips until the new machine system has been devised which will reflect the information contained thereon. We hope that this can be accomplished in the very near future because our filing capacity is very limited and as of the moment we have all of the registration slips of the five orientation courses which have been conducted to date.

NOTE:

Twenty-three discrepancies were found in matching the initial and final registration slips. That is, twenty-three people passed in one but not the other. The Orientations Office has completed an

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individual check on each one of these cases to ascertain how much of the Course was taken. As in the past, complete credit was not given unless a person completed at least three-fourths of the Course.

In order that the Scheduling Officers from each Office may check their list of persons designated to attend the Course with our official list of those who have received credit for the Course, we have decided to send to the various Officers such an official listing compiled from our records after each Course. In this manner, the offices will be able to exercise some control over any possible truancies.

Q OO Personnel:

What we had intended to accomplish by establishing a definite schedule for the Course was achieved by having many OO field men in attendance. OO knew ahead of time the date of the Fifth CIA Orientation Course and arranged travel schedules so that many of their people from the field could be in Washington to attend the Course and at the same time get the necessary detailed fill-in that OO desired to give them. This avoided the duplication of having speakers on the CIA Orientation Course reappear on a program arranged by OO.

6. Evaluation

A. General.

Though the comments we have received from many sources indicate that the Course was interesting and, more important still profitable for the personnel of Central Intelligence Agency, and even though we have a sense of conviction that the program did hang together very well, we will continue to strive for further improvement both in format and in substance in subsequent undertakings. I do not believe that we will ever develop, or much less desire to develop, a "canned" or stereotyped kind of program. At the same time, what has been tested and proven worthwhile should be retained even under the canopy of a different format.

B. Outside Agency Participation.

It is believed that a very wholesome result was achieved by inviting the I.A.C. participation in the actual conducting of the program and furthermore by allowing a small number of picked personnel from these Agencies to attend the Course. We were greatly surprised to learn of the caliber of the personnel chosen by the Department of State to take the entire Course. The letter we received from one of them expresses the view that we have made many friends and acquired several boosters in the Department. We feel that we have acquired more appreciation for the problems which confront us and that we should expect ready sympathy in the future in many of our discussions with them.

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C. Duplication.

Any course of this type will inevitably have some degree of duplication since it is impossible to drop an iron curtain between the various components of the total subject matter of intelligence. Furthermore, as explained by [redacted] duplication in the field of intelligence has some tangible benefits. During the Fifth CIA Orientation Course, however, unnecessary duplication was reduced to an insignificant fraction. This was accomplished to a large extent by discussions conducted with the participants before their date of appearance on the program. Compelling them to write the subject briefs also aided in this direction. As indicated by the comments received from Colonel [redacted] office, the duplication which was noted by the presentation of the CIA Orientations Officer in the Indoctrination Course and the Orientation Course, was anticipated before the Fifth program was put on. We felt that this was almost inevitable because many in the Orientation audience had not taken the Indoctrination Course and furthermore, the subject of current organization is always essential. We feel that in the future Orientation Courses this duplication can be and will be eliminated so that those who take the Indictrination Course will acquire additional benefit from the content of all topics in the Orientation Program.

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D. Questions.

In the past we have asked for questions from the floor. We have noticed from experience that in an audience of more than 500, most persons are very reluctant to stand up and ask questions orally. Furthermore, we have noticed that the written questions allow the personnel to be more frank in expressing their concepts. These questions, coming in written form, can be screened and can also be of assistance to specific parts of CIA after each course is finished. For example, Mr. [redacted] Executive Secretary, Career Service Committee, received questions from the Orientations Office regarding his function in developing the career service. Accordingly, we feel that the written submission of questions should be adopted as a uniform pattern in future courses.

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E. Standard of Speakers.

We realize that very few of the participants enjoy speaking from a public platform. Nevertheless, on the whole, the presentations were given with sufficient emphasis, clarity and interest to win the audience. The exception was, to some extent, minimized by the fact that we had a person of stature whose very presence with us was a good morale stimulant for all those in attendance.

F. Visual Aids.

Informal audience opinion indicated that most people did like the visual aids. We still have a problem of meshing the efforts

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of the speaker and the content of the visual aid. This does not necessarily mean that each lecturer must work in detailed fashion from the chart which is on display. It does mean, however, that his substantive material will occasionally elude to some segment of the visual aid which will then develop the necessary link to have the audience see how the chart is an aid both to the speaker and to the listener.

7. Conclusion

In the midst of all of the letters of thanks that went to personnel in CIA and out of CIA, none were asked for the little team from the CIA Orientations Office which worked so closely with the CIA Orientations Officer. True, indeed, the Orientation program is the zenith of the task of this office and can thus be categorized as normal work. However, I would be remiss if I did not pass on in this official report my sincere gratitude to [redacted]

[redacted] for the manner in which they worked before and during the Fifth CIA Orientation Course. Many long hours before work, after work, and at weekends were put in, not just willingly but gladly, and hence I believe we are most fortunate to have a little team like this in the Office of Training. It spells insurance for success in our future endeavors.

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CIA ORIENTATIONS OFFICER

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